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9-2002

MS 401.01: Leadership and Management

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DEPARTMENT OF THE ARMY
Department of Military Science
University of Montana
Missoula, MT 59812

MS 401–Leadership and Management

Fall Semester 2002

1. Course Description: Military Science 401 is a 3-credit course. The class employs lecture, discussion, and practical exercises. Scheduled class periods are 1240-1400 on Tuesday and Thursday in Schreiber Gym, Hall of Hero's. Due to the large number of MS IVs unable to attend scheduled class, we will explore alternative meeting times.
2. Course objectives: The primary focus of instruction is to provide students with an understanding of the requirements for initial entry into the United States Army as a Second Lieutenant (2LT). In addition to class work, students will continue to develop their own personal leadership style through practical application as the cadet battalion chain of command and staff. The course is broken into the following modules:
 - a. Officership
 - b. Training Management
 - c. Communications
 - d. Physical Development and Well Being
 - e. Leadership
3. Course Requirements:
 - a. Class attendance: Students are required to attend all scheduled instruction and must obtain permission from the instructor prior to missing any training. Students are responsible for completion of all missed work. Attendance at all classes, Labs, FTXs, PT, and other functions is required. Uniforms will be worn to class. The uniform is the Army Battle Dress Uniform (BDU) unless otherwise specified.
 - b. Readings: Each student is required to read all designated material prior to class and be prepared to discuss the material during class.
 - c. Lab: MS IVs play a critical role in leading the cadet battalion and in training and preparing MSIIIs for National Advanced Leadership Camp. MSIVs will be tasked to plan, prepare and conduct specific training events throughout the semester. When tasked, cadets must complete preparation and attend specified labs. **All Cadets are required to attend the Fall FTX.**
 - d. Examinations: The mid-term and final exams will consist of multiple choice, fill-in-the-blank, and essay questions. Unannounced quizzes will be given periodically throughout the semester.
 - e. Briefings: Students are required to prepare presentations and briefings for class.
 - f. Physical Training (PT): PT is mandatory and is held from 0630-0730 Monday, Wednesday, and Friday at Schreiber Gym. Those who do not score 270 points or above on the first scheduled Army Physical Fitness Test (APFT) will also be required to participate in PT on Tuesday and Thursday from 0630-0730 at Schreiber Gym. Failing to plan your study time in advance is not an acceptable excuse for missing PT.
 - g. Leadership Positions: Cadet Battalion command and staff positions are training opportunities. You will be evaluated in these positions. Positions will change next semester to allow

opportunities to more students. If not assigned a leadership position, you will be expected to serve as Assistant Instructor, FTX Committee Leader, and other key positions.

- h. Recruiting: Each student is required to bring in one quality prospective cadet to discuss ROTC with either LTC Kettenring or myself during the semester. This prospect must have a true desire to discuss and explore the opportunities available in ROTC and be willing to begin the process to become a cadet.

4. Course Evaluation: This course can be taken for letter grade only. Grading criteria is as follows:

a. Attendance: Class, Lab, PT, FTX Subtract 10 points for each unexcused absence	10%	100 Points
b. Recruiting for ROTC	10%	100 Points
c. Participation in class discussions	10%	100 Points
d. Written Assignments	15%	150 Points
e. Homework assignments and quizzes	10%	100 Points
f. Mid-Term Exam	10%	100 Points
g. Final Exam	25%	200 Points
h. APFT	10%	100 Points
TOTAL	100%	1000 Points

- i. Extra credit assignments may be allowed at my discretion.

5. Grading Scale:
A = 900-1000 pts
B = 800-899 pts
C = 700-799 pts
D = 600-699 pts
F = 0-599 pts

6. Course Administration:

- a. Office Hours: Normal office hours are from 0830-1700 daily. If any problem exists you are welcome to call me: cell (406) 370-7938 or at the office (406) 243-2769. Once I have a home phone, I will make that available to you all.
- b. Counseling: I will counsel each cadet two times each semester, once at the beginning and once at the end. Schedule a blocked time in my office before 6 September.
- c. Required Texts: The following text, available at the bookstore, is required for purchase:

Visconti, S. (Ed). (2002). Leadership and Management. Boston: McGraw Hill, Inc.
ISBN: 007-284054-4

- d. All cadets will be required to access the Blackboard system as part of this course. Usernames are 4cdt followed by the last four of your social security number (4cdt1234). The website address for blackboard is <http://rotc.blackboard.com>. Cadets are expected to read ahead and complete the required assignments posted on blackboard prior to the scheduled class period. Those lessons that include blackboard assignments are listed on the attached course outline.
6. I reserve the right to make changes to the sequencing of course material with one class session's notice.

HEATHER J. IERARDI
LTC, OD
Professor of Military Science

MS 401 Outline

3 September	Class	Course Introduction/Requirements/Career Choices and Accessions
	Lab	Activation/Awards Ceremony/Cadet Chain of Command
5 September	Class	Life in the Army
6 September		Welcome Back Picnic (Bonner Park)
10 September	Class	Training the Force/METL Development
	Lab	Land Nav PE
12 September	Class	Advanced Camp AAR w/ CPT Carozza
17 September	Class	Planning Training***
	Lab	Intro to Battle Drills
19 September	Class	Training Meetings***
24 September	Class/Lab	Land Nav w/ MS IIIs
26 September	Class	Training Execution and Assessment/ AARs
1 October	Class/Lab (Combined)	Squad STX Lanes w/ MS IIIs
3 October	Class	Intro to Staff Organization/Historical Perspectives
5 October		RANGER CHALLENGE COMPETITION (Ninemile N.F.)
8 October	Class	Staff Exercises I/II
	Lab	Night Land Nav
10 October	Class	Active Listening and Feedback
15 October	Class/Lab (Combined)	Squad STX Lanes w/ MS IIIs
17 October	Class	Counseling Methods I
22 October		Personal Problem Counseling I
24 October	Class	Personal Problem Counseling II
26-27 October		Fall FTX: Squad STX Lanes; Day/Night Land Navigation; FLRC
29 October	Class	Crisis Counseling/ Counseling Methods II
	Lab	Weapons Maintenance
31 October	Class	Mid-Term Exam
5 November		Election Day Holiday (pending)
7 November	Class	NCOER/OER Support Form/JODSF***

12 November Class/Lab (Combined) Squad STX Lanes w/ MS IIIs

14 November Class Personal Development and Physical Well Being

19 November Class Personal Development and Physical Well Being
Lab 23 Minute Drills

21 November Class Leadership- Social Exchange Theory/Expectancy Theory

26 November Class Organizational Theory
Lab Drill and Ceremony

28 November Thanksgiving Day Holiday

3 December Class Organizational Systems/ Culture
Lab Drill and Ceremony

5 December Class Organizational Change (major)

10 December Class Organizational Change (incremental)
Lab Drill and Ceremony

12 December Class Leadership Simulations

18 December Final Exam

Bolded Classes are mandatory labs w/ MSIIIs

*** MAJ Webster will teach